



**UNITED STATES ARMY**  
**THE CHIEF OF STAFF**

19 March 2001

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: Approval of Army Warfighting Requirements**

1. Effective immediately, the Chief of Staff, Army, will approve all warfighting requirements. All Army warfighting requirements in the form of Mission Need Statements (MNS), Capstone Requirements Documents (CRD), and Operational Requirements Documents (ORD) will be submitted to Headquarters, Department of the Army (HQDA), for validation or approval. This applies to all requirement documents, regardless of Acquisition Category (ACAT) level. In this context, Army warfighting requirements include Joint and other Service requirements with Army participation or interest.
2. Major warfighting concepts designed to guide force modernization, (e.g., Brigade Combat Team or higher Organizational and Operational Concepts) will also be approved by the Chief of Staff, Army. These will be reviewed by the Requirements Review Council (RRC) for synchronization with Army modernization strategy and affordability. The DCSOPS will schedule and execute the RRC.
3. This change is necessary due to rapidly changing technology; constraints on the Army budget; increased sustainment costs; the need to provide a concrete linkage between requirements and resources; and increasing emphasis on Joint interoperability.
4. The foundation of the requirements generation process will not change. The U.S. Army Training and Doctrine Command (TRADOC) will continue to be responsible for balanced development of concepts, requirements, and products in doctrine, training, leadership, organizations, materiel, and soldiers. The TRADOC Commander's evaluation and recommendation will accompany all requirements submitted for HQDA approval.
5. The Army Requirements Oversight Council (AROC) will be established to advise the Chief of Staff on Army warfighting requirements. The membership, responsibilities, and general procedures for this Council are outlined in a paper at enclosure. These guidelines will be used to assist the Council in its activities until they are incorporated into regulatory guidance.



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6. Specific guidance for implementing this policy, to include the RRC and AROC procedures, will be provided under separate cover by the Deputy Chief of Staff for Operations and Plans. Army Regulation 71-9, Materiel Requirements, will be updated to reflect this policy.



Encl

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General, U.S. Army  
Chief of Staff

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U.S. ARMY TEST AND EVALUATION COMMAND

## **Guidelines for the Army Requirements Oversight Council (AROC)**

**1. Responsibilities.** The AROC is responsible for making recommendations on the disposition of materiel requirements documents for Army warfighting requirements to the Chief of Staff, Army.

a. The AROC will review Mission Need Statements (MNS), Capstone Requirements Documents (CRDs), and Operational Requirements Documents (ORDs) and advise the Chief of Staff on:

(1) **Military Need and Risk.** The AROC will review all warfighting deficiencies addressed by the requirement documents and validate that: (1) such deficiencies cannot be corrected by non-materiel means, such as changes to doctrine, training, leader development, or organizations; (2) suitable, lesser cost, materiel alternatives do not exist; and (3) that failure to pursue the program will result in an unacceptable risk to the Army's warfighting capabilities. The AROC will also consider the execution risk to ensure capabilities can be available to the field in timeframe required.

(2) **Synchronization with Army Modernization Plans.** The AROC will validate that the recommended strategy (for MNS or CRDs) or program (for ORDs), is consistent with Army modernization plans, and contributes to a balanced, synchronized modernization program.

(3) **Program Affordability.** The AROC will review cost and affordability of concepts and programs to ensure that they are within budgeting and programming limits for short and long term. This will include potential supportability requirements for the concept or system.

(4) **Program Definition and Interoperability.** The AROC will ensure that the operational and organizational definition of the capability (MNS or CRD) or system (ORD) is clear, and consistent with Army warfighting concepts. The Key Performance Parameters (KPP) must describe the minimum essential requirements for the capability (CRD) or system (ORD). The proposed system must meet Army and Joint interoperability requirements.

b. After its review, the AROC will make one of the following dispositions of the MNS, CRD, or ORD.

**For documents where approval authority is the Army:**

(1) Recommend approval (with or without AROC modification), and HQDA retention of control over any future changes to the document.

(2) Recommend approval (with or without AROC modification), and HQDA retention of control over future changes to Key Performance Parameters (KPPs). The CG, TRADOC would then have authority to modify non-KPP requirements in an ORD.

(3) Recommend approval (with or without AROC modification), and delegation of future changes to the document to CG, TRADOC.

**For documents requiring JROC action:**

(4) Recommend approval (with or without AROC modification), and forwarding to the JROC (Potential ACAT 1 Mission Needs Statements; all Capstone Requirement Documents; and Operational Requirement Documents for ACAT I programs, all Information Technology (IT) Systems, and JROC Special Interest Items).

**For all documents:**

(5) Return the document to the ARSTAF for additional development.

(6) Recommend disapproval.

**2. Membership.**

a. The AROC will consist of the following permanent members:

- 1) Vice, Chief of Staff, Army, who will convene and chair the AROC.
- 2) Military Deputy, Office of the Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
- 3) Director of Information Systems for Command, Control, Communications, and Computers
- 4) Deputy Under Secretary of the Army (Operations Research)
- 5) Deputy Chief of Staff for Intelligence
- 6) Deputy Chief of Staff for Logistics
- 7) Deputy Chief of Staff for Operations and Plans
- 8) Deputy Chief of Staff for Personnel
- 9) Deputy Chief of Staff for Programs

10) Deputy Chief of Staff for Combat Developments, U. S. Army Training and Doctrine Command

b. Advisors to the Council are as follows:

1) Assistant Deputy Chief of Staff for Operations and Plans (serves as the AROC secretary)

2) Director of the Army Staff

3) Commander, U.S. Army Test and Evaluation Command

### **3. Process.**

a. The AROC Secretariat will be responsible for coordinating meetings; developing and promulgating AROC administrative procedures; promulgating AROC decisions, and supporting the VCSA in executing AROC responsibilities. The AROC Secretariat will work with the ODCSOPS Requirements Office to ensure instructions are provided to appropriate action offices beginning with the submission of the requirement document for review.

b. The AROC process will be conducted in an expeditious fashion. A "Paper AROC" may be used, at the discretion of the AROC Chair, to staff noncontentious issues.

c. The AROC may not review all Army requirements. Approval of selected documentation may be delegated to the DCSOPS by the CSA. Disapproval authority will remain at the CSA level.